

Torbay Community Safety Partnership and Multiple Complex Needs

Strand 1 Report: Review of Torbay's CSP

June 2022



TORBAY COUNCIL

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Executive Summary

Over the past few years an increasingly complex structure has emerged to govern community safety in Torbay. In response to emerging community issues, new Government agendas, Boards and subgroups have been established, sometimes with overlapping agendas.

Torbay Community Safety Partnership (CSP) commissioned the Innovation Unit (IU) to review its governance.

The CSP is responsible for the delivery of Torbay's Community Safety Strategy and currently focuses on exploitation, domestic abuse and sexual violence and drugs. Through this work we have reviewed the core purpose of the CSP, its governance arrangements and made recommendation on its future priorities and outcomes.

The CSP is chaired by the Local Authority and currently has 6 subgroups. The core group is Local Authority led and they lead on the majority of agenda items and take away most actions from meetings.

We reviewed Board papers, terms of reference, strategy documents and consulted with CSP stakeholders to inform insights on the CSP. We heard a number of positives about the CSP:

- It is an inclusive, holistic and well represented partnership, which facilitates good relationships across the system and links across policy agendas;
- There is good attendance at Board meetings;
- It is well supported by political leadership.

We also heard what currently works less well:

- There is a churn of representation (10 different members from the Police have attended over the past 18 months) and representatives are not always at the right level, which can impact on meaningful contribution;
- There is insufficient representation from the voluntary and community sector;
- There is duplication across Boards, and a lack of clarity about the CSP's purpose with unwieldy Terms of Reference;

- It does not currently capture the local voice;
- Progress is not currently tracked;
- The agenda is Local Authority driven and meetings can be overly lengthy.

There are extensive links and overlaps between the CSP and other Boards in Torbay. It is not always clear how the overlaps are managed and which Board has primacy for issues, particularly where there is commonality of policy, such as on youth offending. It is acknowledged that the CSP is central to the governance for community safety across Torbay, and needs to maintain close alignment with Boards that both input into, and are influenced by CSP activity. A proposed new governance arrangement is presented on slide 28.

We worked with the CSP to set future priorities based on what the data tells us, what we know from elsewhere and where the CSP can lead or support on agendas. The proposed future priorities are:

- Violence reduction (with a focus on women and girls) and community safety
- Drugs
- Community cohesion and resilience

We have proposed an outcomes framework (slide 30) that could be used to measure the impact of the CSP against its priority areas. The CSP will need to consider frequency of measurement and reporting (we recommend annual reporting).

In terms of taking this work forward there are 3 key recommendations:

1. The CSP needs to develop its strategic plan which takes into consideration the proposed priorities and outcomes framework contained in this document.
2. It would be good to agree who to continue to capture frontline practice and lived experience to continue to inform practice and plans.
3. **Refresh governance arrangements based on the insights gathered through this work.**

Introduction and context

What Innovation Unit were commissioned to do and how we approached this work.

Introduction

About this work

Over the past few years an increasingly complex structure has emerged to govern community safety in Torbay. In response to emerging community issues, and Government agendas new Boards and subgroups have been established. During Covid new working patterns emerged and the CSP Board meetings moved online, this was considered to have both positive and negative implications for the effectiveness of the Board

Torbay Community Safety Partnership (CSP) has commissioned the Innovation Unit (IU) to review the governance of the CSP (Strand 1) and to develop a better understanding of complexity (Strand 2). This report focuses on Strand 1.

About Innovation Unit

Innovation Unit is a social enterprise with a mission to grow and scale the boldest and best innovations that deliver long-term impact for people, address persistent inequalities, and transform the systems that surround them.

What you asked us to do

The focus of Strand 1 is on how the CSP can become more functional, collaborative, and reflective of community needs. This governance review has not looked at the wider scope of supporting Boards, such as the Health and Wellbeing Board.

What we have delivered

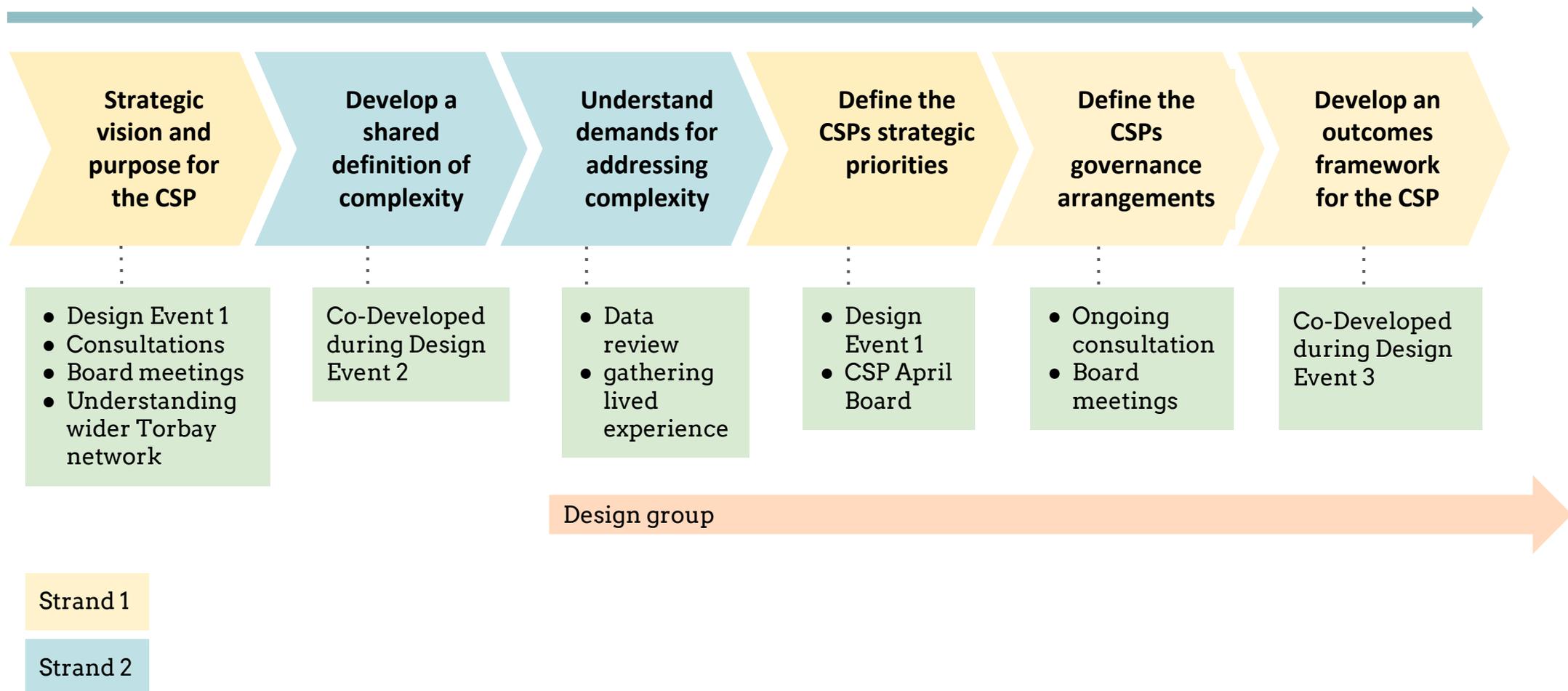
- A shared purpose and role for CSP, with a proposed set of governance arrangements which is both functional, collaborative, and reflects community needs
- An agreed set of shared values and principles for the CSP
- A prioritised list of strategic objectives for the Community Safety Strategy and a shared outcomes framework

How we approached the work

Whilst the CSP commissioned two distinct strands to the work, we brought them together at points where it made sense to do so, in terms of consulting with shared stakeholders across both strands.

October 2021

June 2022



How the CSP works currently

We reviewed Board papers, terms of reference, strategy documents and consulted with CSP stakeholders to inform these insights on the CSP governance.

What is the role of the CSP?

The current role of Torbay's Community Safety Partnership is set out in the Terms of Reference:

"The CSP is responsible for the delivery of Torbay's Community Safety Strategy 2017-2020. The strategy relates to the prevention and reduction of crime. The overarching principle of the strategy is to protect the individuals and communities who are the most vulnerable and are at the greatest risk of significant harm."

There are three key priority areas for the CSP identified within the strategy:

Exploitation

Domestic abuse and sexual violence

Drugs

The CSPs duties and responsibilities

The statutory duties of the CSP

“CSP members need to do what they reasonably can to prevent:

- a. *Crime and disorder in its area (including anti-social behaviour and other behaviour adversely affecting the local environment)*
 - b. *The misuse of drugs, alcohol and other substances in its area*
 - c. *To reduce re-offending in the local area”.*
- Analyse a wide range of data, including crime levels and patterns, in order to identify priorities in an annual strategic assessment
 - Produce a plan or strategy which sets out how the partnerships will work to reduce crime and disorder in their areas and monitor progress.
 - Regularly engage and consult with the community about their priorities and progress achieving them.
 - Set up protocols and systems for sharing information.

Additional responsibilities of the Torbay CSP

Serious Violence Duty: the duty is placed on a range of authorities including local government (pending requirement). The OPCC is asking Torbay Council to commit to being part of the OPCC Serious Violence Prevention Partnership and for the CSP to act as the local delivery structure for this. Current work is directed and driven by the CSP.

Torbay CSP also currently oversees the following work:

- Prevent
- YJS Board
- Modern Slavery
- DASV agenda – DASVEG performs the statutory partnership role under the DA Act

Currently other sub-groups come under CSP banner but not statutory (i.e. ASB).

Contribute to and support the completion of the Peninsula Strategic Assessment.

CSP members

The CSP is chaired by the local authority. It has seven subgroups (opposite).

Board membership is dominated by the Local Authority and the police who are always present at meetings. Partners are present depending on focus, and there appears to be insufficient representation from the voluntary and community sector.

The Board has been particularly valuable during Covid where informal structures have been less easy to sustain. Board meetings are inclusive and attendance is good, and has improved during Covid.

Domestic Abuse and Sexual Violence Executive Group

Youth Offending Strategic Board

Homelessness and Vulnerability Forum

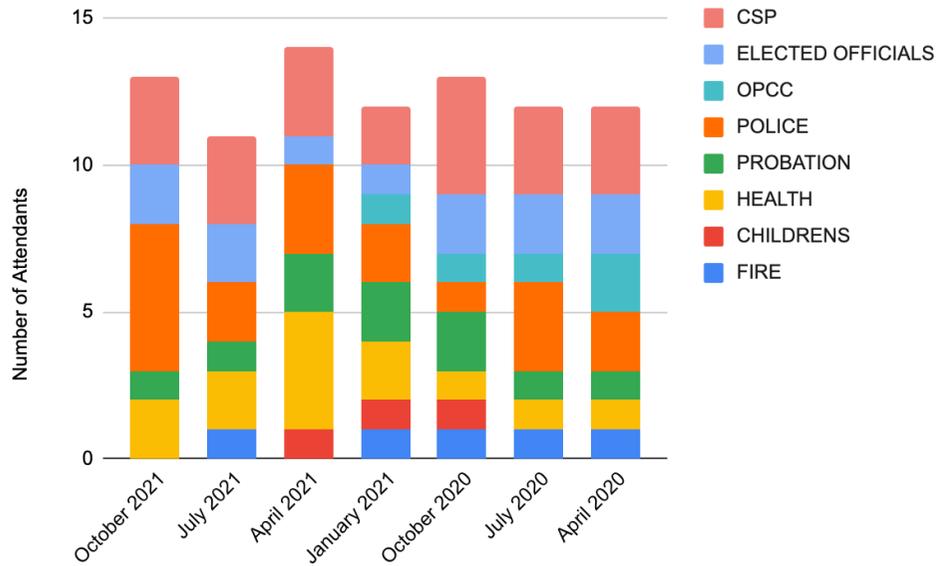
Prevent Partnership

Anti-Slavery Partnership

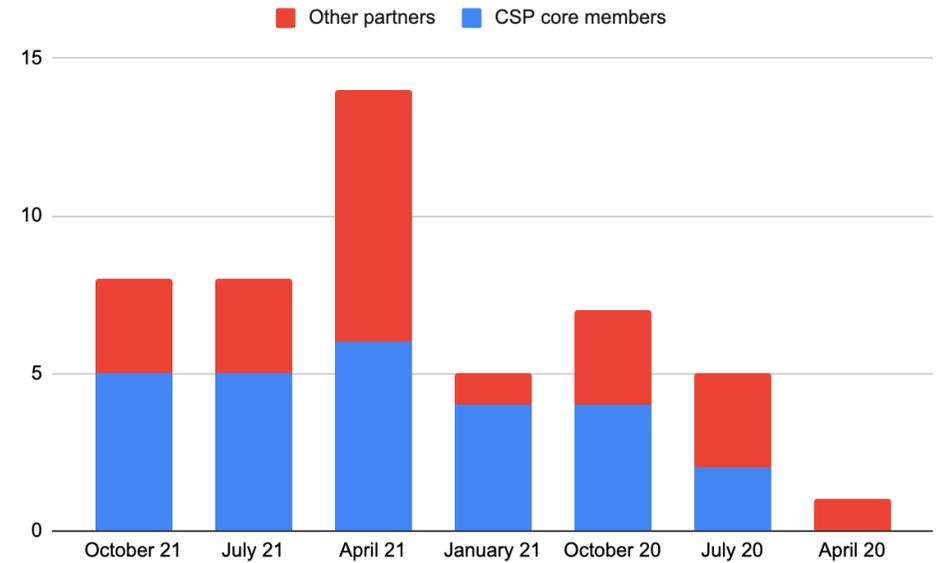
Youth ASB Forum

Analysis of board meeting attendance and actions

Who attends CSP board meetings?



Who takes actions away from board meetings?

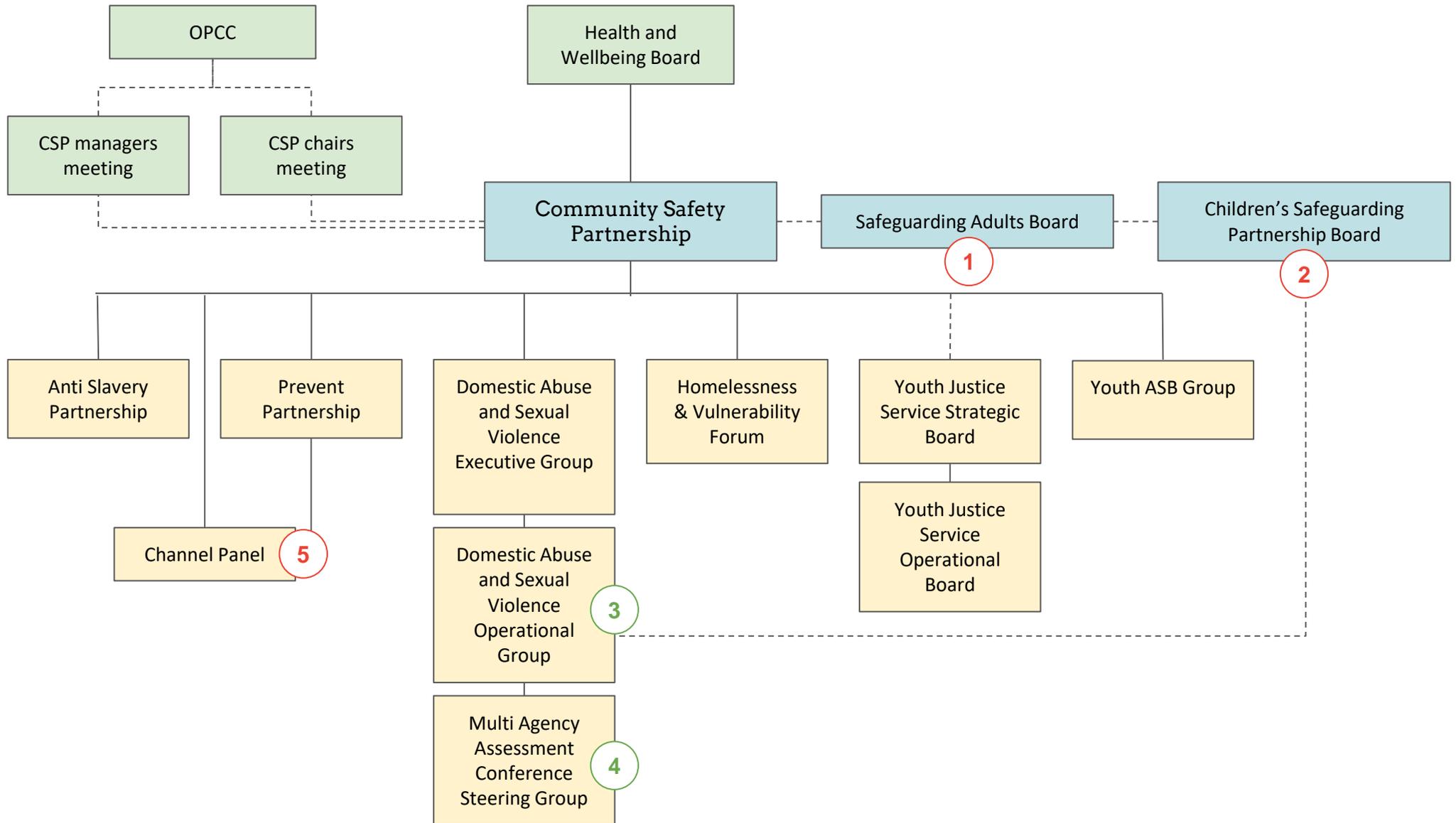


- The CSP regularly receives attendance from between 10 and 15 individuals that represent a range of organisations.
- CSP core staff (identified as Tara Harris, David Parsons, Victoria McGeough and Bruce Bell) and police have the highest attendance at Board meetings
- Childrens and Fire have the least attendance at CSP meetings.
- Police have had the most churn of representation at meetings - 10 different individuals from police have attended CSP meetings.

- The CSP core team (as identified on the left) take away the majority of actions from each of the meetings.
- April 21 sees the balance of actions in favour of other partners, which aligns with when public health had a large representation at the meeting.

Overview of current governance arrangements

Below is a visualisation of the CSP governance arrangements. The following slide provides commentary on the links highlighted with blue circles.



Overview of current governance arrangements

The current governance arrangements pose the following challenges (red) and opportunities (green). We have taken these challenges and opportunities into consideration as the governance structure has been refined.

There are currently extensive links and overlaps across the governance chart. It is not always clear how the overlaps are managed and which Board has primacy for issues, particularly where there is commonality of policy, such as on youth offending.

The proposed new governance structure can be seen on slide 28.

What works well?

- 3 DASVOG acts as the DA subgroup for Children's board to avoid duplication
- 4 MARAC to DASVOG to DASVEG works well

What works less well?

- 1 More clarity needed about subgroups and duplication under Safeguarding Adults Board
- 2 Lots of subgroups under Children's Safeguarding Partnership Board which could be duplicating the work of the CSP
- 5 Channel panel is a subgroup that feeds into other subgroups.

What is unclear?

- ? Are there formal referral processes between the subgroups?
- ? How does the CSP link with Torbay Together?

Consultations: what we heard

The quotes below (all from consultations with CSP Board members) illustrate what currently works well about the current set up of the CSP:

1. Inclusive and well represented partnership.

The CSP is helping to embed a multi-agency approach to supporting victims

“Sitting beneath and around the CSP we have huge amounts of partnership working (... it’s just the value that the board has)”

2. Impacting community safety.

“There is good work happening under the banner of the CSP, in terms of identifying key areas of work, but this is driven by the subgroups, not the CSP itself”

3. Facilitating relations across the system, and lots of goodwill to make things happen.

“More often than not, connectivity across the system is because of the people involved rather than the processes”

“Representatives are connected to other meetings and can bring those perspectives”

4. Supported by political leadership

The Leader of the Council and the Cabinet Member for Community and Corporate Services has attended every CSP Board meeting for the past 18 months.

Consultations: what we heard

The quotes below (all from consultations with CSP Board members) illustrate what currently works well about the current set up of the CSP:

5. Led and facilitated by the Local Authority

The LA leadership can be seen as both a negative and positive.

"[The Local Authority leading the agenda] allows other partners to be less engaged"

"[the Local Authority] can give support to partners that aren't necessarily represented at the CSP"

6. Diverse range of skills

The CSP has a diverse range of skills that could be tackling some of Torbay's biggest challenges.

7. Holistic and inclusive of professionals

The CSP is considered to be more holistic and inclusive than other Boards, but does not capture the user voice.

"We can have meaningful conversations that aren't curtailed by statutory requirements"

8. Commitment to and links across policy agendas

The trauma-informed work led by the CSP has received positive feedback and there is strong commitment to to the Domestic Violence Sexual Abuse work, which did not exist historically.

Board minutes reference how plans around youth crime prevention will be taken forward by the Children's Safeguarding Partnership.

Consultations: what we heard

The quotes below (all from consultations with CSP Board members) illustrate what currently works less well about the current set up of the CSP:

1. Churn of representation

Creates a lack of continuity and meaningful contribution at CSP meetings.

There is a wealth of information and experience about services and people in Torbay that doesn't seem to come across the table in a way that really meaningfully informs what we do.

2. Duplication across Boards

Lack of clarity on which Boards have primacy, and often resulting in information shared multiple times. For example, the role of the exploitation subgroup overlaps with exploitation delivery group under the CSP and how both link with children and adults

By the time we get to the CSP we have heard the presentation twice. There is lots of repetition.

3. Representation not always at the right level

Can impact decision making - referral to other Boards. There are several examples in the CSP Board minutes where issues have to be deferred to other meetings.

The right organisations are probably there. Whether or not the people attending have the power to make brave decisions...I don't know.

4. At times a lack of meaningful contribution

And an absence of strategic challenge or uncertainty as current contributions can feel like an information share.

With more contributions from partners the CSP could tackle big problems.

It is not usual that a piece of work is identified at the CSP.

I refuse to believe that we get it so right all the time that there is not more challenge.

Consultations: what we heard

5. A lack of clarity and purpose of the CSP with unwieldy Terms of Reference

Can impact ownership and contribution. There can be times when partners do not know what is being asked of them as Board members.

I don't think we've got right how we get the best out of ourselves

People aren't sure where they can have the most influence

I am not gripped by a clear direction of travel for the CSP. it's a bit grey

6. Progress is not being tracked

Makes it hard to demonstrate impact and understand where the CSP is specifically making a difference.

It is difficult to extract that which is directly attributable to the CSP

Updates should be impact and outcome focused

Are we having impact is something we should be asking ourselves routinely

Consultations: what we heard

7. Overwhelming LA-driven agendas and actions

Both the LA and other CSP Board members recognise the CSP agendas are driven by the LA and the LA picks up over half of resulting actions.

The agendas should be representative of the partnership (it isn't and this feels uncomfortable).

Partners don't feel the agenda is their business and cannot set their role in it.

But probably I should bring more to the CSP (agenda) to kind of flag priorities that I think other people would share.

8. Information overload and lengthy meetings

Lots of requests made for Board members to feedback on. For example in one meeting, CSP members were asked to feedback on: LADO presentation, Learning Partner progress report, police and crime plan, DA work plan and the evaluation plan for the trauma informed work.

Board minutes are also lengthy with key actions at the end rather than start of the document.

Overly detailed and long agendas can prohibit time for reflective discussion on understanding and responding to community needs.

Feels a bit heavy on the updates

How priorities are agreed

We looked at what the data tells us is happening in Torbay, and how other CSPs address these sorts of issues. We also considered where the CSP contributes to partnership work across Torbay.

Determining the Prioritisation

Prioritisation is based on 3 elements

1. What does the data tell us is happening in Torbay, and what do the communities of Torbay say needs focus?

(See slide 2)

1. What do we know about how other CSPs are addressing these sort of issues that could inform Torbay CSP's agenda, including what are the statutory duties and other responsibilities of CSPs?

(See appendix, slides 42–55)

1. During a workshop with the CSP Board, we asked Board members to consider the following questions, and determined a new set of priorities for the CSP.

2. Are these the correct focus for you?
3. Which are the most important?
4. What else needs to be included?
5. Do we have the evidence?
6. Do these priorities translate into CSP strategic objectives and activities?
7. How can you distinguish between where the CSP leads or contributes to Partnership work across Torbay

(See slide 25)

What does the data tell us is happening in Torbay?

Crime / incident type	2019/20	2020/21	Change	Trend	Crimes per 1,000 residents.				
					Torbay	Family		D & C Force	
All Crime	11319	10470	-7.5%	▼	76.6	89.3	▼	50.9	▲
All Domestic Abuse	3645	3507	-3.8%	▼					
All ASB	3714	4600	23.9%	▲					
Violent Crime									
Violence with injury	1845	1496	-18.9%	▼	10.9	8.8	▲	7.3	▲
Violence with no injury*	1750	1716	-1.9%	▼	12.5	13.6	▼	8.3	▲
Homicide	0	1		▲					
*Violence without injury excludes DA									
Domestic abuse and sexual offences									
Domestic abuse Incidents	1253	1172	-6.5%	▼					
Domestic Abuse Crime Related	2392	2335	-2.4%	▼					
Other sexual offences	267	228	-14.6%	▼	1.6	1.7	▼	1.4	▲
Rape	164	136	-17.1%	▼	0.9	1.0	▼	0.8	▲
Acquisitive Crime									
Domestic Burglary	283	196	-30.7%	▼	3.2	8.7	▼	2.2	▲
Non domestic burglary	262	187	-28.6%	▼	1.3	1.3	▶	1.0	▲
Shoplifting	658	722	9.7%	▲	5.2	4.9	▲	2.1	▲
Other theft	979	764	-22.0%	▼					
Vehicle Crime	641	562	-12.3%	▼	4.1	5.1	▼	1.7	▲
Robbery	108	69	-36.1%	▼	0.5	0.7	▼	0.2	▲
Drug offences									
Drug trafficking	125	141	12.8%	▲	1.0	0.9	▲	0.7	▲
Possession of drugs	380	432	13.7%	▲	3.1	2.3	▲	2.0	▲
Anti-Social Behaviour									
Criminal Damage (exc arson)	1454	1348	-7.3%	▼	9.8	10.2	▼	6.7	▲
Arson	51	56	9.8%	▲	0.4	0.5	▼	0.2	▲
Public Order	811	801	-1.2%	▼	5.8	10.2	▼	4.0	▲
Possession of Weapons	141	139	-1.4%	▼	1.0	0.8	▲	0.6	▲
ASB Incidents	3714	4600	23.9%	▲					

The following crimes are increasing:

- Drug trafficking
- Possession of drugs
- Shoplifting
- All ASB
- Arson

How are other CSPs are addressing these (and similar) issues?

All CSPs have the statutory responsibility to address issues of:

- Crime and disorder
- Anti-social behaviour
- Behaviour adversely affecting the environment
- Substance misuse
- Reducing re-offending

We looked at how other community safety partnerships agree their priority issues and outcomes track progress. An overview of the following community safety partnerships is included in the appendix:

- **Cornwall**
You requested a comparison with Cornwall because it is a neighbouring Authority
- **Tower Hamlets**
CSP uses a range of sources from the community and partners to determine priorities
- **Warrington**
CSP uses KPIs to track progress made against priorities
- **Brighton and Hove**
Another seaside town with a lot of tourism and night time economy

The examples in the appendix illustrate how these CSPs:

- Determine community safety priorities by collecting crime data, feedback from residents and feedback from partners.
- Rate progress made on past priorities to determine what still needs to be done.
- Recognise the interlinked nature of issues they are tackling and their responsibilities within their local partnerships.
- Clear communication channels with partners.

The table below shows how the other CSPs we looked at have interpreted their statutory responsibilities and aligned them with the needs of their residents in the form of priority issues.

How other CSPs have focussed their priorities

The table below shows how the other CSPs we looked at have interpreted their statutory responsibilities and aligned them with the needs of their residents in the form of priority issues.

Cornwall	Brighton and Hove	Tower Hamlets	Warrington
<ol style="list-style-type: none"> 1. Domestic Abuse & Sexual Violence 2. Exploitation 3. Extremism, Vulnerability & Complex Needs 	<ol style="list-style-type: none"> 1. Violence, exploitation and abuse 2. Anti-social behaviour 3. Community cohesion and resilience 	<ol style="list-style-type: none"> 1. Tackling neighbourhood crime and Anti-social behaviour 2. Tackling hate crime, community tensions and extremism 3. Reducing reoffending and tackling the drivers of crime 4. Safeguarding those at risk of violence and exploitation 	<ol style="list-style-type: none"> 1. Preventing and responding to crime and making people feeling safe 2. Anti-social behaviour & public order 3. Domestic Abuse, Stalking & Sexual Offences 4. Protecting our Communities from harm

The table shows commonality across CSPs in terms of their priority areas.

Anti social behaviour is the common priority area.

We used these priorities as a framework for considering the role of the CSP in addressing these issues, within the wider context across Torbay partnership working.

The CSP works within a wider partnership across Torbay to address and deliver on its priorities



- There is lack of clarity with multiple points of entry across the system and an inconsistent response, which can often be deficit based.
- The Torbay 'system' can currently exacerbate the challenges for people through silo working. The system responds to 'symptoms' and 'behaviour' rather than root causes.
- Individuals are often not aware of the support available until crisis reached. And often practitioners are unaware of the support on offer, particularly in communities.
- The CSP is understandably not central to the response to complexity, as its primary focus is not health, which is what defines so much of complexity.
- There is overlap and duplication at Board levels: specialisms lead to silos. For example domestic abuse is discussed in many different places.

Recommendations

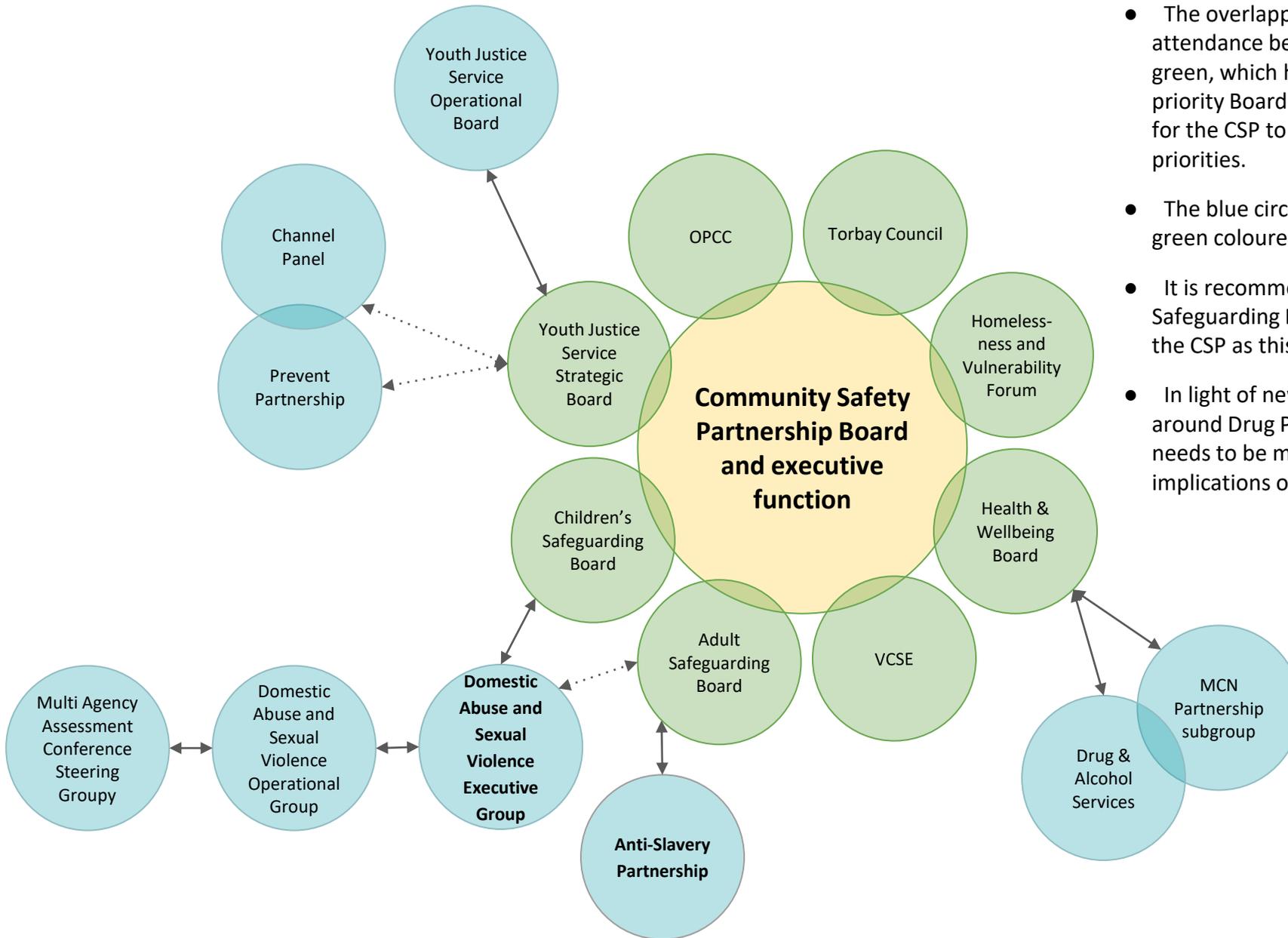
We have made recommendations on governance and proposed a new governance structure, as well as recommendations on future priorities and a proposed outcomes framework for the CSP.

Our recommendations on governance

Recommendations	Comments
Build on the good relationships and evident commitment to partnership working.	There has been continued to be good attendance at CSP meetings.
Agree priorities, planning and set focussed agendas.	The April Board focused on prioritisation process, and agreed priorities.
Reserve time within Board meetings for reflective practice.	To continue to consider in agenda setting.
Empower Board members to contribute to the agenda and discussion during meetings.	To continue to consider.
Better connect with the broader issues across Torbay, such as health, housing and crime.	The proposed governance structure should enable broader issues to be considered by the CSP.
Review alignment between Youth Offending Board and CSP regarding the Channel process and Prevent partnership,	See proposed governance on slide 28.
Review the remit of the Adults Safeguarding Board to review reporting arrangements for DASVEG. Currently the Care Act focused Board would not fulfil this function.	
Develop KPIs and use data and case studies to improve and demonstrate impact.	See proposed outcomes framework on slide 30.
Share learning across different Boards and subgroups without duplicating presentations	To continue to consider how a dynamic learning network, which seeks feedback from the lived experience and uses that to inform practice across the system.
Be responsive and proactive rather than reactive to external agendas and priorities	The reset of priorities should enable the CSP to be more proactive.
Review the features of the horizon scan and consider what could be adopted for the CSP.	To continue to consider what can be learnt from elsewhere. Engage in the LGA review of CSPs to share learning.

A proposed governance structure for the CSP

Below is a proposed governance structure to focus in on the CSP priorities.



- The CSP is central to the governance for community safety.
- The overlapping green circles represent shared attendance between the CSP and the Board in green, which have been identified as the priority Boards to input into the CSPs work and for the CSP to influence based on the CSP's priorities.
- The blue circles represent inputs into the green coloured Boards.
- It is recommended that DASVEG feeds into the Safeguarding Boards, rather than directly into the CSP as this works currently.
- In light of new Government requirements around Drug Partnerships (1st August 22) there needs to be more consideration around implications on governance arrangements.

Our recommendations on future priorities

During the April Board meeting, the Board considered crime data, the wider context of partnership working across Torbay, and Board members views on priorities for the CSP.

In order to continue to inform these priorities we recommend:

- The CSP continues to be informed by crime data
- The CSP establishes a mechanism to ensure its work is informed by how safe the public feel / what they believe the priorities are and that a regular voice of residents informs decisions. To take this forward the CSP could commission a qualitative survey about how safe the community feels which could help to identify their priorities around prevention
- Consultations with partners to ensure agendas align

An outcomes framework for the CSP

The following is a proposed outcome framework for the CSP based on the prioritization exercise undertaken at the Board meeting on the 28th April 2022.

Torbay CSPs suggested priorities	Proposed outcome measure	Proposed source data and comments
Violence reduction	<ul style="list-style-type: none"> ● Reduction in all crime across Torbay ● Reduction in violence with/without injury 	<ul style="list-style-type: none"> ● Police statistics
Making communities feel safe	<ul style="list-style-type: none"> ● % of anti-social behaviour cases that do not commit further ASB within 3 months of intervention ● % of respondents who agree that the council and police are dealing with antisocial behaviour and crime issues that matter ● Partner perceptions of safety in Torbay 	<ul style="list-style-type: none"> ● Separate measure for adults and children ● Primary research required to elicit community perception and partners' perception ● Use of community roadshows
Reduction in violence for all, with a focus on women and girls	<ul style="list-style-type: none"> ● Levels of reporting of sexual offences ● Reduction in Domestic Violence crime ● Domestic violence conviction rates 	<ul style="list-style-type: none"> ● Police statistics
Drugs	<ul style="list-style-type: none"> ● Levels of reporting of ASB (including drugs) ● Number of arrests for drugs offences ● Number of people successfully completing D&A treatment 	<ul style="list-style-type: none"> ● Police statistics
Community cohesion and resilience	<ul style="list-style-type: none"> ● % of residents who feel they can access support where they need it 	<ul style="list-style-type: none"> ● Primary research required to elicit residents' perception

Considering the [Early Help System Guide 2022](#), we recommend you work across your system to identify which qualitative outcomes you want to track, and which measures would be appropriate. The CSP will also need to consider the baseline and targets for the proposed outcomes, as well as the frequency of measurement and reporting. We recommend annual reporting.

Next steps in continuing this work

To continue the momentum achieved through this work we recommend the following is undertaken:

1. The Torbay CSP hosts a Board away day to reflect on the recommendations and their implementation
2. Identify how the Torbay residents' voice informs the work of the Board.
3. The priorities identified and the proposed outcomes framework are drafted into a Strategic Plan, with a clear implementation framework.

If you would like to know more about this work, please contact:

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Appendix 1: Examples of innovative approaches to governance

On the following slides is a 'horizon scan' showing examples of innovative practice and approaches to governance.

The projects have been selected for their inspirational value. They are not necessarily still live, but we can continue to learn from them.

By exploring a range of sectors and geographical contexts for inspiration, horizon scanning raises the level of ambition for what might be achieved, and challenges assumptions about what might be possible. Horizon scanning works by surprising us with the unexpected and inspiring us to reimagine what's possible with often quite radically different practices and contexts. It's not about finding one model to replicate, but looking across the qualities and features of a number of examples to consider how desirable aspects might work in our context, for our goals and ambitions.

The key features of these projects are:

Collaborative

- Multi-disciplinary teams, bringing together diverse perspectives
- A network of teams
- Linking top-down and bottom-up approaches

Engaging members of the public

- Building a sense of public ownership of issues
- Make use of the community skills and experience
- Encourage local entrepreneurship
- Focus on diversity and inclusion

Innovative

- Future focused
- Creative working models
- Tackling complex issues
- Embracing technology

Tiger Team

A new space was needed to collaborate and find better ways to solve critical problems for the citizens of Calgary. Passionate change makers had to be found and brought together.

Tiger Team is a monthly cross-corporate super team of 25+ passionate people to boldly tackle problems in the administration and city.

This collaborative experiment brings together staff, citizens, and community stakeholders for 2.5 hours to understand and explore complex problems, generate ideas and prototype solutions to test with users.

By bringing together these diverse perspectives Tiger Team is able to compress timelines, find unexpected solutions, identify change makers, and break down silos.

20-25 change makers are convened - a mix of city staff from all different work areas, City partners, community groups, engaged citizens, and even local developers: An open invite where anyone is welcome.

Given the open nature of the invitation, participants are attracted to the opportunity for a variety of reasons ranging, from their general desire to work collaboratively and break down organizational silos to significant attachment to or interest in the problem. It's

part of what makes each Tiger Team unique and the outputs rich and vibrant.

Tiger Team tackles a different problem every month. Each Tiger Team works with the client to design a working session using innovation and design methodology that will help participants purposefully move their work forward in an accelerated and unexpected way. The process starts with a client who owns a complex challenge that could benefit from a broad range of perspectives and innovation thinking.

In a 2.5 hour session, the Tiger Team will use a combination of exercises to accomplish the tactics below to co-create together:

- Explore, understand, and reframe the challenge
- Generate, sort, and evaluate as many ideas as possible for a solution
- Prototype potential solutions in a low-cost, quick and effective way
- Get users to test and interact with the prototype to gather feedback and learn fast

- Find and build the critical relationships to tackle future work
- Create working tools for future use in this challenge

Tiger Team Goals:

1) To help solve the challenge, through a creative working model that has been proven to work regardless of the challenges' origin or nature

2) To foster an innovation culture at The City of Calgary by:

-Building a network of passionate change makers that can turn to each other for support

-Modelling the vulnerability and courage needed for innovation work as challenge owners; Openly share their work with others, including citizens

-Creating a successful model for collaborative work in the City context

-Building innovation capacity through tools and mindset development

OneTeamGov

Government across the globe often share the same battles. Our societies are similar, our public servants have similar educational backgrounds and experiences, and often our bureaucratic processes are similar as well. This is where OneTeamGov comes in.

Governments traditionally don't share information and learnings and they are often slow to evolve. OneTeamGov is an innovative community that spans the globe, bringing together individuals who are committed to radically reforming government services and learning from each other. OneTeamGov are an entirely volunteer-run network of individuals who continue to share ideas, project learnings, new ways of working, and continue to push government to be better for all.

Being a civil servant in central and local government can be challenging. Civil servants not only have to deal with changing political landscapes but also limited resources, bureaucratic processes, and opposite perspectives. In addition, government is held to a high degree of accountability.

The complexity and dimensions of for instance sustainability or pandemics,

require cross-domain decisions and actions from traditionally non-collaborative parts of government.

These issues combine to result in slow-moving change and outdated and/or out of touch policies, programs and services.

However, government across the globe often share the same battles. Our societies are similar, our public servants have similar educational backgrounds and experiences, and often our bureaucratic processes are similar as well.

This is where OneTeamGov comes in. With the need to share ideas across policy, digital, and service delivery continually increasing and the influx of individuals into the public sector wanting to learn and be innovative, a community was needed to foster the connections between these like-minded individuals.

A place was needed where anyone, regardless of their profession, discipline or background, could come to talk about government:

- giving better advice
- offering better services, or
- being a better place to work.

The 7 principles:

- Work in the open and positively
- Take practical action
- Experiment and iterate
- Be diverse and inclusive
- Care deeply about citizens
- Work across borders
- Embrace technology

Informed Participation, a deliberative methodology

Informed Participation is a unique way to bring the public into government decision making. It gives government a method to solve complex issues with the public in a way that gives them a meaningful role in balancing competing interests.

Public policy is becoming increasingly complex and trust in government is declining, so new innovative ways of engaging with citizens is needed. This method shifts engagement from obtaining buy-in to building ownership and creates more legitimate solutions.

The Australian Government views Open Government as integral to its efforts to respond to a changing and increasingly complex policy environment. As a member of the Open Government Partnership (OGP), Australia is required to develop biannual action plans that advance the OGP's mission to promote more open, accountable and responsive governments.

Australia's National Action Plan 2018-20 is helping to promote use of public

Informed Participation shifts engagement from obtaining buy-in to building ownership and creates more legitimate solutions.

deliberation through a commitment to develop and implement an Open Dialogue Roadmap. Australia's Department of Industry, Innovation and Science (the Department) plays a leadership role in this project.

The Department co-chairs the OGP Practice Group on Open Dialogue and Deliberation, an international committee of engagement experts from government and civil society. The Group is collaborating on the Roadmap, and is making the case for greater use of public deliberation and developing a methodology that would work for citizens, stakeholders and for governments. The approach is called Informed Participation.

Complexity is the driving force behind this effort. Complexity results from a growing convergence of policy goals that were traditionally housed in different departmental silos, such as

environmental protection and economic development. Today, governments work to align these goals across departments, but this can bring different values and/or interests into conflict, which must then be balanced.

Typically, these trade-offs are made by officials from behind closed doors, possibly supported by public consultation. However, the legitimacy of the process is increasingly called into question. The public often see the decisions as arbitrary and unfair. Informed Participation takes a different tack. Instead of trying to get "buy-in" for the decisions, it aims at building a sense of "public ownership" by giving the public a meaningful say. This not only increases legitimacy and trust in the decisions but makes them more resilient and sustainable.

Canada Beyond 150

Working in groups part-time over a year, participants learned foresight, design thinking and external engagement methods and applied them to complex policy issues, with a focus on diversity and inclusion. It demonstrated the power of experiential learning, especially from engagement with stakeholders.

The innovation had many elements. First, it was designed on the principle that diversity and inclusion could enable better and more innovative methods, generate stronger analyses, and yield better outcomes and greater prosperity. Second, it used innovative screening techniques to recruit a diverse and inclusive cohort of more than 80 new public servants from across Canada. It selected an engaged and ambitious participant pool and honed their abilities to become change agents within the public service.

Finally, Canada Beyond 150 was an immersive professional development curriculum that emphasized open policy

Canada Beyond 150 was an experiment in leadership development for a diverse cohort of new public servants, with the goal of encouraging a culture shift to a more open and innovative public service.

development and innovative methods.

Participants learned methods and techniques in foresight analysis (...) They experimented with design thinking and other tools, and engaged and co-developed policy analysis and proposals with partners both within and outside the federal public service.

Most of the project's work was conducted virtually and accessed by participants across the country, with training workshops in innovative methods and tools posted publicly for all to use. As a result, participants engaged a wide and diverse spectrum of partners in the development of longer-term analyses and innovative ideas to influence and inform future policy-making. They strove to work in the open and, in adopting new methods and tools, to up the game on transparency and accessibility to the public and partners.

Canada Beyond 150 deployed a uniquely designed, easy to use platform to screen applicants in a name-blind fashion. It

(Canada Beyond 150) blended the future-focused approach of foresight studies with the user-centred sensibility of design thinking

created statistical tools to observe bias and weight application assessments accordingly, which helped to recruit a truly diverse and inclusive field of candidates.

It also used a unique suite of methods. It blended the future-focused approach of foresight studies with the user-centred sensibility of design thinking, and prioritized close engagement with partners and stakeholders throughout. This tripartite lens surfaced unique analyses, diverse perspectives, and truly creative proposals for policy interventions.

Use-It!

Unlocking Social & Economic Innovation Together! A whole neighbourhood approach to addressing urban poverty.

USE-IT! innovates by building bridges between the places, the people, the public sector, the private sector and civic society partners in a community so they can co-produce solutions to poverty that unlock opportunities and that fits their needs.

USE-IT! respects what is already there in a community rather than by assuming what needs to change.

The neighbourhoods of West Birmingham and Smethwick, areas of persistent urban deprivation, have previously been the subject of millions of pounds of regeneration funding that have failed to deliver lasting change for the community.

Either the funding has been “top down”, such as the funding of a large infrastructure project, which brings benefits, but they rarely reach the most disadvantaged in the community. Or the funding has been “bottom up”, such as funding community development, which does bring improvement but this tends to last only as long as the funding lasts.

At the heart of the USE-IT! approach has been the idea of being the “bridge” between these two approaches. The principle being that more can be done to leverage the physical, financial and human assets of a place for local economic benefit, and it is in identifying and developing bridging relationships amongst such assets and communities that lasting change can be delivered.

The USE-IT! model has succeeded in unlocking local assets through four distinct but connected “bridging” programmes that attempted to answer four linked anti-poverty questions.

#1 - How do we unlock communities to realise their local knowledge, experience and expertise?

#2 - How can we unlock anchor institutions to realise their local economic and social potential?

#3- How do we encourage local entrepreneurship?

#4 - How do we engage communities in their own future?

Identifying and developing bridging relationships amongst assets and communities can deliver lasting change.

USE-IT! has demonstrated that urban poverty can be addressed by unlocking existing local economic opportunities.

This is possible by creating a bridge between local macro and micro assets. It requires local, trusted organisations to facilitate relationships between communities and developers or anchor institutions, and also willingness from those institutions to work in partnership.

Austin: Office of Design and Delivery

The City of Austin has launched a shared approach to user-centered design, iterative technology development, and collaborative policymaking through its Office of Design & Delivery

The City of Austin has launched a shared approach to user-centered design, iterative technology development, and collaborative policymaking through its Office of Design & Delivery, which has grown to include over 25 experts in service design, interaction design, content strategy, web development, and agile product management.

Through cross-disciplinary teams spanning design, technology, and policy, their teams have improved outcomes in public safety, public health, and digital transformation.

The City of Austin purposefully left "technology" out of the Office of Design

& Delivery title, and emphasizing "delivery," as that's what the City found public servants to be hungry for: innovative solutions that actually deliver.

The office is organized into three core areas

1. a Service Design Lab,
2. a Policy Lab
3. the development of alpha.austin.gov, providing iterative, user-centered digital services that grow and adapt with resident needs.

To date, the Office of Design & Delivery has designed, prototyped, and delivered new services for Austin's Office of Police Oversight, Office of Public Health, Office of Homelessness Strategy, Department of Watershed Protection, Office of Sustainability, Resource Recovery, Municipal Court, Fire Department, Emergency Medical Services, and Parks and Recreation.

This rapid growth is a function of its cost-recoverable funding model, allowing the office to quickly grow with demand

for its services from departments across the city, and the development of an active recruiting and hiring pipeline from Austin's thriving design and technology sector.

- not assuming what the answer is going to be.
- providing the link between top-down and bottom-up approaches and between the macro and the micro.
- turning policy into practice, by injecting the expertise and knowledge required to train large institutions how to work with communities.
- delivering specific action rather than broad strategy because through action trust can be built and partnerships developed.
- avoiding pre-determined strategic approaches because each neighbourhood is unique so solutions need to be organic and able to respond to unplanned opportunities.
- works with what is already there rather than insisting that the solution requires the creation of something new.

An official shadows an entrepreneur

In 2019 in Latvia, the initiative “An Official Shadows an Entrepreneur” was launched, allowing for the public servant to broaden their view and “step into entrepreneur's shoes” to evaluate how regulation is applied in practice and what requires further improvements. The initiative promotes a dialogue between the state and business to reduce administrative burden.

So far, officials have met in workshops, conferences, and other major events, both individually and with entrepreneurs, and this initiative is another format for dialogue between the state, the civil servant, the business community and society as a whole.

During the initiative, the entrepreneur had the opportunity to receive advice from a government as well as get feedback on how to solve the problem. The entrepreneur was also able to encourage the necessary improvements in regulation, thus becoming involved in the process of drafting and improving Latvian and European Union legislation.

Officials, on the other hand, had the opportunity to evaluate the performance of the regulation created directly with the end user, thus improving the outcome of their work. It was an opportunity to gain new experience, broaden horizons, "step into the shoes of an entrepreneur" and evaluate how the framework is being applied in practice and whether it needs further development. It will also further strengthen the application of the "Consult first" principle, which has been introduced in Latvia since 2017, to facilitate a dialogue between the state and the entrepreneur to reduce the administrative burden.

“An Official Shadows an Entrepreneur” initiative is a great opportunity to look at what the institution has done right: what works, helps and is useful to the entrepreneur on daily basis. It also shows where we are not as effective or what we could do better. An open dialogue between public administration and entrepreneurs is the key to a more successful business environment.

Both entrepreneurs and public officials have similar needs, only the point of view is different.

The “An Official Shadows an Entrepreneur” initiative has opened the door to a wider range of contacts and feedback from entrepreneurs on various public administration decisions and day-to-day activities. This initiative will be continuously implemented also in 2020, possibly expanding it in the future, in order to live in the business culture environment and serve as a good example for cooperation of public administration and entrepreneurs also outside Latvia.

Self-managing teams in Nijkerk municipality

This is the story of a financially sound organisation that rethinks the way it interacts with society, enabled by professional and motivated employees who work in self-managing teams.

At the start of the process, a group of employees organised a kick-off event for the entire civil service organisation, including the municipal council and executive. This event produced a large number of initiatives that were subsequently set in motion. One of these employee initiatives was to set up a bulletin board for pending jobs, allowing employees to claim certain jobs whenever they have managed to free up some of their time as they organised their work differently, or where they can post tasks whenever they need help. 50 percent of employees subsequently started doing tasks posted on this bulletin board.

Given the fact that most change processes come to nothing, the local authority made a conscious choice to deploy two success factors in its development-based process. They

Nijkerk went through a process where employees and the development of their talent came first... The idea of putting employees center stage was also adopted by the managers who decided to resign from their posts because they supported the development towards self-managing teams

wanted to make the most of employees' commitment and first implement behavior change before formalizing the new structure.

This meant stimulating the development by actually making time and creating scope for developments, different working methods, and ways of working together initiated by employees, and only then making these changes permanent. This allowed the organisation to try out new ideas quickly, making adjustments based on initial experiences and finally anchoring them in the organisation. This also went for the HRM aspects of the change: employees were, while respecting their legal position, given the opportunity to take on other tasks, gain experience, and make choices on their future career path prior to formalisation of the change.

The Nijkerk local authority has 28 self-managing teams, where each team has its own team plan and renders account on its performance to the municipal clerk. The teams have allocated the roles that used to be fulfilled by the manager to the various team members. The roles of controller, developer, administrator, and networker are compulsory, while teams were free to add further roles. There are a number of 'playmakers' who, whenever necessary, establish connections between teams, while there are also 'team coaches' that teams can turn to when they get stuck in their mutual collaboration. Neither the playmakers nor the team coaches have any hierarchical authority. The employees come first and decide what kind of support they need.

Appendix 2: Examples of the practice of other CSPs

On the following slides is a ‘horizon scan’ showing examples of other CSPs, with a focus on their priorities, how they are decided and progress made against them can be tracked.

The table below shows how the other CSPs we looked at have interpreted their statutory responsibilities and aligned them with the needs of their residents in the form of priority issues.

The following CSPs are included:

- **Cornwall**
You requested a comparison with Cornwall because it is a neighbouring Authority
- **Tower Hamlets**
CSP uses a range of sources from the community and partners to determine priorities
- **Warrington**
CSP uses KPIs to track progress made against priorities
- **Brighton and Hove**
Another seaside town with a lot of tourism and night time economy

Cornwall	Brighton and Hove	Tower Hamlets	Warrington
<ol style="list-style-type: none"> 1. Domestic Abuse & Sexual Violence 2. Exploitation 3. Extremism, Vulnerability & Complex Needs 	<ol style="list-style-type: none"> 1. Violence, exploitation and abuse 2. Anti-social behaviour 3. Community cohesion and resilience 	<ol style="list-style-type: none"> 1. Tackling neighbourhood crime and Anti-social behaviour 2. Tackling hate crime, community tensions and extremism 3. Reducing reoffending and tackling the drivers of crime 4. Safeguarding those at risk of violence and exploitation 	<ol style="list-style-type: none"> 1. Preventing and responding to crime and making people feeling safe 2. Anti-social behaviour & public order 3. Domestic Abuse, Stalking & Sexual Offences 4. Protecting our Communities from harm

“Our aim is that Cornwall is a place where everyone who lives, works and visits here feel safe and are safe, through partners working together to tackle crime, alcohol, drugs, anti-social behaviour and their impacts.”

What are their priorities?	How are priorities agreed?	How do they track impact?
<p>1. Domestic Abuse & Sexual Violence</p> <ul style="list-style-type: none"> ● Domestic Abuse, including Domestic Homicide ● Rape and Sexual Assault, including sexual abuse of children <p>2. Exploitation</p> <ul style="list-style-type: none"> ● Child Exploitation ● County Lines/drug crime and exploitation of vulnerable people ● Modern Slavery and Human Trafficking ● Terrorism/Violent <p>3. Extremism, Vulnerability & Complex Needs</p> <ul style="list-style-type: none"> ● Drug and alcohol-related harms – to the individual, families and the community ● Street based vulnerability – anti-social behaviour, rough sleeping and multiple vulnerabilities ● Hate crime and community tensions 	<ul style="list-style-type: none"> ● Resources are targeted to the issues that are impacting most on the safety of people in Cornwall ● Local evidence (crime data) ● Consultation with residents and partners 	<ul style="list-style-type: none"> ● Progress is measured through achieving key milestones over the lifetime of the Delivery Plan

Effective support for people with multiple vulnerabilities	Empowered communities	More positive work with offenders	A multi-skilled workforce
<p>A person’s needs are addressed together, and they do not fall between or out of services nor seen as too difficult to help</p>	<p>Our communities understand the issues in their local area and get involved in the solutions</p>	<p>Support to prevent and change abusive behaviour, at the same time ensuring that we get the best outcomes for victims</p>	<p>Our staff can assess risk and vulnerability across all our priority areas and intervene at the first opportunity to prevent escalation of harm</p>
<ul style="list-style-type: none"> ● Deliver Safe and Well Hubs in 5 locations ● Promote a trauma-informed approach and network across all organisations ● Bring our outreach and detached work together to make it easier to get support ● Roll-out out a multi-agency platform for sharing information and bringing care together 	<ul style="list-style-type: none"> ● Deliver action plans for the 10 Safer Towns ● Involve residents using campaigns and events ● Work proactively with Town and Parish Councils and the voluntary and community organisations and groups ● Reduce community tensions, build respect and tackle hate crime 	<ul style="list-style-type: none"> ● Improve the support available for people to change abusive behaviours ● Ensure that all enforcement comes with positive activity to change behaviour ● Develop community-based solutions for women offenders ● Improve access to suitable housing 	<ul style="list-style-type: none"> ● Train staff in effective and accredited tools and techniques ● Embed training into in-house training and contracts ● Evaluate the difference that training has made ● Secure a sustainable delivery model

How Safer Cornwall measures performance and progress made against their priority issues.

Performance measures 2019-2022

Latest value refers to the 12 month period ending 31 March 2021 unless otherwise stated

Measure	Target	Status	Latest value	Trend
Crime and ASB monitoring dashboard				
All recorded crime	Rank 3/15		Rank 3/15 25,998 / 45.6 per 1000 population	Rank on target but declined 1 place since 2019/20; no. of crimes fell by 6%
Violence with injury	Rank 8/15		Rank 12/15 4,109 crimes / 7.2 per 1000 population	Rank worse than target, declined by 1 place since 2019/20; no. of crimes fell by 13%
Violence without injury	Rank 3/15		Rank 2/15 7,679 crimes / 13.5 per 1000 population	Rank better than target, improved by 1 place since 2019/20; no. of crimes rose by 11%
Burglary	Rank 3/15		Rank 2/15 984 crimes / 1.7 per 1000 population	Rank better than target, improved by 1 place since 2019/20; no. of crimes fell by 29%
Shoplifting	Rank 3/15		Rank 3/15 1,057 crimes / 1.9 per 1000 population	Rank on target, improved by 1 place since 2019/20; no. of crimes fell by 37%
<i>Rank out of 15 community safety partnerships in our Most Similar Group nationally</i>				
Anti-social behaviour incidents	Monitoring only		13,548 incidents / 23.8 per 1000 population	no. of incidents increased by 29%
KSI Road Traffic Casualties	Monitoring only		311 KSIs / 0.5 per 1000 population	2019 data – stable.
Effective support for people with multiple vulnerabilities				
Repeat cases at MARAC	28-40% (national benchmark)		36% (Q3)	On target

“The Community Safety Partnership adopts the mantra that ‘crime is everybody’s business’ and that there must be a strong emphasis on working collaboratively, across the system, on common priorities.”

“We understand that the perception of crime and safety for our local people can be starkly different to the reality of the issues our residents are concerned about.”

What are their priorities?	How are priorities agreed?	How do they track impact?
<ol style="list-style-type: none"> 1. Tackling neighbourhood crime and ASB 2. Tackling hate crime, community tensions and extremism 3. Reducing reoffending and tackling the drivers of crime 4. Safeguarding those at risk of violence and exploitation 	<ul style="list-style-type: none"> ● Outcomes achieved against the priorities from 2017–20 are collected and RAG rated. This will inform priorities for 2021–2024. ● Partner consultations and feedback gathered from residents, paint a picture of perceived safety in the community. 	<ul style="list-style-type: none"> ● Annual resident surveys to understand public perception of crime and safety ● Annual Community Safety Partnership Public Meeting ● A Safer Neighbourhood Board operates alongside the CSP so that the local community is considered and can contribute when making strategic decisions.

Tackling neighbourhood crime and ASB	Tackling hate crime, community tensions and extremism	Reducing reoffending and tackling the drivers of crime	Violence reduction: safeguarding those at risk of violence and exploitation
<ul style="list-style-type: none"> ● Reduce repeat victimisation ● Comprehensive ASB profile for Tower Hamlets to inform operational tactics ● Reduce the impact of the night time economy ● Residents report ASB via the correct channels ● Fewer deliberate fire incidents. 	<ul style="list-style-type: none"> ● Improved confidence to report hate crime ● Increased support and protection for victims of hate crime ● Increased training and awareness of hate crime within communities ● Build cohesion and resilience within local communities ● Improved public perception of feeling the police treat everybody fairly regardless of who they are ● Ensure people know what to do if concerned about someone who is vulnerable to radicalisation or you think is being radicalised ● Achieve a 10 per cent sanction detection rate for hate crime offences. 	<ul style="list-style-type: none"> ● Visible drug and alcohol use and dealing reduced ● Reduction in the reoffending rate for adults and juveniles ● Reduce reoffending behaviour through Integrated Offender Management ● Fewer first time entrants into the criminal justice system ● Fewer people ‘sleeping rough’ in Tower Hamlets ● More people successfully completing treatment and not returning to the service for treatment within a six month period. 	<ul style="list-style-type: none"> ● Fewer victims of violence ● Victims of VAWG feel confident in reporting ● Increase in referrals via the National Referral Mechanism (NRM) ● Achieve a 15 per cent sanction detection rate for rape offences.

How Tower Hamlets uses quantitative data to measure performance and progress made against their priority issues.

5 / TOWER HAMLETS COMMUNITY SAFETY PARTNERSHIP PLAN 2021-2024

Achievements since the 2017-20 plan

Strategic Priority	Outcome	Notes
ASB including drugs and alcohol	Improved reporting of ASB by 68 per cent (+683 reports) in 2019/21 compared to the previous year	Positive as an indicator of improved awareness of reporting system
	196 arrests for drug offences/drug supply through Operation Continuum in 2019/20	Positive outcome
	4 per cent reduction of those successfully completing drug/alcohol treatment and not returning to treatment within six months (by the end of March 2020) compared to the previous year	Some positive outcomes, but further work needed

Strategic Priority	Outcome	Notes
Hate crime, community cohesion and extremism	20 per cent reduction in faith hate crime offences when comparing figures to the previous year	Positive outcome
	204 Workshops to Raise Awareness of Prevent (WRAP) training/briefing events to 5,412 attendees including engaging with staff and students from 29 schools .	Positive outcome
	33 per cent increase in new referrals of victims of hate crime when comparing figures from 2019/20 to the previous year	Positive as an indicator of increased levels of awareness and confidence in the system
	20 per cent increase in cases reviewed at the hate incident panel	Positive as an indicator of increased levels of awareness and confidence in the system

Strategic Priority	Outcome	Notes
Violence	Over 200 Violence Against Women and Girls (VAWG) champions	Positive outcome
	7 per cent decrease in reports of sexual offences	Possible sign of decreased levels of awareness or confidence in system to report
	Increase in the domestic violence conviction rate to 68 per cent , when comparing 2019-20 figures to the previous year	Positive outcome

Strategic Priority	Outcome	Notes
Reducing reoffending	6 per cent reduction in knife crime offences compared to previous year	Positive outcome
	25 per cent reduction in knife crime injury victims under 24 years old for the period relating to 2019/20	Positive outcome
	22 per cent reduction in gun crime offences period relating to 2019/20	Positive outcome
	34 per cent reduction in the number of young people entering the criminal justice system for the first time period relating to 2019/20	Positive outcome
	The adult reoffending rate increased by 11 per cent in 2020/21 compared to the previous year, with 26 per cent of offenders committing further offences.	Negative outcome

How Tower Hamlets uses qualitative data such as consultation to measure performance and progress made against their priority issues.

10 / TOWER HAMLETS COMMUNITY SAFETY PARTNERSHIP PLAN 2021-2024

What did our consultation with CSP partners tell us?

Consultation with community safety partners told us what they thought would be best to address in our new local plan:

- A focus on preventative work that addresses the underlying issues that contribute to criminality:
 - Health and wellbeing (mental health)
 - Education, training, employment
 - Recovery from substance misuse
 - Adopt a trauma informed and contextualised safeguarding approach to working with the offenders and repeat victims of crime
- "Hidden harm and under reported crimes like modern slavery"
- "Anti-social behaviour, including the use of nitrous oxide"
- "Address the disproportionate representation of BAME groups in the criminal justice system"
- "Violence"
- "Neighbourhood"
- "Drug misuse and drug dealing (including associated issues)"
- "Reoffending"
- "Designing"

Partners want to achieve the following by the end of this plan in 2024:

- All children, particularly those who are most vulnerable, fully engaged in services available to support them (e.g. attending school, mental health services)
- "A community that feels safer and more secure"
- "Visible alcohol and drug use reduced"

11 / TOWER HAMLETS COMMUNITY SAFETY PARTNERSHIP PLAN 2021-2024

What did our residents' feedback tell us?

Anti-social behaviour (ASB)

Of the 224 residents who responded to a survey to help the development of this plan, 83 per cent think ASB is a serious problem. Of the 83 per cent who view ASB as a serious problem, 49 per cent reported ASB as a "very significant issue". This is in comparison to 42 per cent of respondents reporting crime as a serious problem (with 11 per cent claiming it's a "very significant issue")

Type of ASB

Drug use and drug dealing (88 per cent of respondents), nitrous oxide (79 per cent), and speeding or abandoned cars (66 per cent) were overwhelmingly identified as the main issues people had in terms of ASB. Groups of youths congregating late into the night, partying on the street and making noise was also referenced by large number of respondents, as was 'dog fouling' and 'fly tipping'.

Noise nuisance

Of the 224 residents who responded to a survey to help the development of this plan, 48 per cent think noise nuisance is a big problem. The majority of respondents reported that it wasn't "noisy neighbours" that were the issue, but rather groups of youths coming into their local area and congregating late into the night, often driving cars dangerously and revving engines loudly.

Violence against women and girls (VAWG)

In developing the VAWG strategy 2019-24, we were told:

- 15 per cent of service users said they had felt suicidal due to abuse they experienced
- 21 per cent of service users said they had experienced ill mental health
- 6 per cent of service users said they had experienced an addiction
- 27 per cent of service users said they had been a victim of child abuse and /or witnessed abuse in the home as a child
- 28 per cent of service users had experienced homelessness.

Exploitation

Consultation for the Violence, Vulnerability and Exploitation Strategy heard how young people's concerns included those in care settings, children from one parent families, and children where there are mental health problems in the family. Support needed included mentoring support, and the importance of effective interventions against those identified as exploiting young people.

Effectiveness of the Community Safety Partnership

Of the 224 residents who responded to a survey to help the development of this plan, 53 per cent feel that Tower Hamlets CSP is not effective at addressing crime, disorder, substance misuse and reoffending. A number of respondents noted this was because they were not well informed of the efforts being made by the CSP. Others stated that the absence of police on the streets led to reduced confidence.

Drugs

Of the 224 residents who responded to a survey to help the development of this plan, 80 per cent felt drugs and drug dealing is a very serious issue. Drugs and drug dealing have been noted as key issues by residents. Respondents identified visible drug dealing from cars, Nitrous Oxide use (visible canisters), weed (constant smell on streets), and associated ASB as their main concerns.

Substance Misuse

- Consultation for Tower Hamlets Substance Misuse Strategy 2020-2025 revealed the majority of stakeholders and residents supported a three strand approach which focuses on early intervention and prevention, evidence based treatment and recovery support, and reducing drug and alcohol related crime and anti-social behaviour.
- Around 25 different emerging priorities were suggested, covering a wide range of themes. However, key priorities were community involvement and research & intelligence, followed by targeted enforcement and better partnership work.

Violence

Consultation for Tower Hamlets Violence Vulnerability and Exploitation Strategy 2021-24 revealed the majority of stakeholders and residents advocated for a three strand approach which focuses on:

- Prevention and early intervention
- Protection and ongoing support for children for children and young people at the highest risk of harm and those who are survivors
- Disrupting and pursuing those who pose a risk to children and young people.



‘Well Warrington’ - the Health and Wellbeing Strategy for Warrington 2019 – 2023 sets out Warrington’s partnership vision of “Warrington is a place where we work together to create a borough with stronger neighbourhoods, healthier people and greater equality across all our communities”.

What are their priorities?	How are priorities agreed?	How do they track impact?
<ol style="list-style-type: none"> 1. Preventing and responding to crime and making people feeling safe 2. Anti-social behaviour & public order 3. Domestic Abuse, Stalking & Sexual Offences 4. Protecting our Communities from harm 	<p>Priorities are informed by recorded crime and anti-social behaviour rates.</p>	<ul style="list-style-type: none"> ● Performance management (monitor volumes and benchmarking data) <p>Crime statistics are gathered from ONS police force data tables. Knife crime - statistics are gathered from the Home Office definition of a Knife Crime.</p> <ul style="list-style-type: none"> ● Perception data (through neighbourhoods, police surveys and engagement with representative and community groups) ● Outcome reporting (evaluate projects/schemes)

Preventing and responding to crime and making people feeling safe	Anti-social behaviour & public order	Domestic Abuse, Stalking & Sexual Offences	Protecting our Communities from harm
<ul style="list-style-type: none"> ● Increase level of referrals to substance misuse services via test on arrest. ● Publish a Drugs Strategy. ● Support delivery of the Alcohol Harm Reduction Strategy. ● Use multi-agency intelligence and powers to disrupt organised crime and county lines. ● Deliver County Lines/knife crime workshops to High Schools and Primary schools. ● Manage and deliver Warrington’s Knife Crime Plan. ● Set up a working group to explore and understand violence against women and girls, with a focus on street harassment and safe spaces. ● Support strategies and plans, which include Modern Slavery, Contextual ● Safeguarding and Hate Crime. 	<ul style="list-style-type: none"> ● Monitor the use of ASB tools & powers (e.g parent letters, panels, Acceptable Behavioural Contracts, Community Protection Warnings/Notices, public space protection orders). ● Review Alcohol Public Space Protection Order. ● Maintain Council and Police Youth ASB process, ensuring a robust and consistent approach to managing youth ASB linked with early help based on early help and diversionary/complex youth intervention. ● Identify early opportunities for ASB mediation cases. ● Develop a clear Criminal Behaviour Order / Injunction procedure for young people. ● Work with Pan Cheshire colleagues on common ASB protocol, in response to New ASB Tools & Powers published 2021 	<ul style="list-style-type: none"> ● Map current responses to understand our compliance with the DA Act 2021. ● Produce DA Strategic Assessment. ● Explore ways of engaging with victims / perpetrators who are not high risk and those unknown to services (hidden groups). ● Enhance staff confidence and skills in perpetrator management as part of a whole family approach via programme Engage. ● Improve understanding of the particular needs of older DA victims and those with care and support needs. ● Understand the needs of children and young people who abuse parents/siblings. ● Improve our understanding of teen abuse – victims and perpetrators ● Continue to engage with local GPs to improve primary care response. 	<ul style="list-style-type: none"> ● Continue developing multi-agency intelligence, boards and structures to identify individuals who are potentially vulnerable to any form of abuse/exploitation. ● Develop an All Age Exploitation Strategy. ● Ensure multi-agency training plans in place and delivery (PREVENT & Channel training strategy, Contextual Safeguarding, Modern Slavery) to offer understanding of risk factors, identification and prevalent forms of exploitation. To include professionals, businesses and other agencies. ● Support delivery of plans in place for areas such as Hate Crime, PREVENT Strategy, CS Safeguarding development plan. ● Support those involved in crime and ASB on transition to adulthood (18 to 25 years)

Preventing and responding to crime and making people feeling safe	Anti-social behaviour & public order	Domestic Abuse, Stalking & Sexual Offences	Protecting our Communities from harm
<p><i>...continued from previous slide</i></p> <ul style="list-style-type: none"> ● Tackle hospital based violence and demand ● Crime prevention and intervention – raising public awareness and training with regards to cyber-crime, fraud and scams. ● Maximise opportunities for community engagement. ● Task in-depth look at online crime. ● Promoting work to eradicate MS including tackling MS in supply chains and transparency statements. ● Task & Finish Groups to respond to emerging issues/localized issues. 	<p><i>...continued from previous slide</i></p> <ul style="list-style-type: none"> ● Continue analysis of ASB to inform: <ul style="list-style-type: none"> - Hotspot Locations - Task & Finish groups ● Tackle off road scrambler bikes in the Borough. ● Key engagement with representative youth groups on PTAC Youth ASB & Knife Crime Group. 	<p><i>...continued from previous slide</i></p> <ul style="list-style-type: none"> ● Embed the complex needs programme to provide continue support for victims with complex needs in refuge accommodation. ● Raise awareness of stalking and promote the use of the anti- stalking clinic. ● Identify Womens’ centre programme funding beyond CSP funding secured until April 2022. 	<p><i>...continued from previous slide</i></p> <ul style="list-style-type: none"> ● Support integrated approach to commissioning - e.g. alcohol, drugs. ● Support and implement the Cheshire hidden harm strategy. ● Promote slave-free supply chains and transparency statements. ● Promote the use of anonymous ways to report crime. E.g. Crime Stoppers and seek confidential support, particularly for young people.

How Warrington uses KPIs to determine priorities and understand impact.

Key performance indicators

Crime/Incident	2017	2018	2019	2020	2020 rate ¹	2021 – 2024 aims	Cheshire Rate ²	England rate ³	Most Similar Group Comparison – YE Sept 2020
All Crime	17,652	19,369	20,088	17,838	84.9	Maintain/Reduce	81.4	80.3	Higher than average
Drug Offences	449	426	392	356	1.7	Maintain	1.9	3.4	Lower than average
Violence against the person	4,944	6,328	7,663	7,801	37.1	Reduce	36.3	29.8	Violence and sexual offences: Higher than average
Knife crime ⁴	67	71	79	85	0.40	Reduce	0.37	0.87	
Sexual Offences	503	783	674	640	3.0	Maintain/Reduce	2.7	2.5	
Domestic Abuse crimes (Police data)	1,720	2,834	3,410	3,424	16.3	Increase reporting	-	-	-
Burglary (Residential)	680	713	735	534	2.5	Maintain	2.7	3.7	Burglary:
Burglary (Non-residential)	388	241	292	198	0.9	Maintain	0.9	1.4	Lower than average
Theft from a motor vehicle	600	553	520	427	2.0	Maintain	Vehicle offences: 2.5	6.4	Vehicle crime: Lower than average
Theft of a vehicle	227	236	297	194	0.9	Maintain			
Shoplifting	1,440	1,399	1,275	1,029	4.9	Maintain/Reduce	4.4	4.3	Same as average
Bicycle theft	462	493	468	317	1.5	Maintain/Reduce	1.1	1.3	Same as average
Hate Crimes	270	373	442	435	2.1	Maintain / Increase reporting	1.9	-	-
ASB	6,778	4,052	4,065	5,311	25.3	Reduce	25.6	-	-
ASB environmental - fly tipping	270	238	159	317	1.5	Maintain/Reduce	-	-	-
Public order	3,582	3,670	3,346	2,889	13.8	Reduce	13.4	7.8	Higher than average
Criminal Damage & Arson	2,148	2,008	2,012	1,682	8.0	Maintain/Reduce	8.0	8.3	Same as average
Deliberate fire activity	261	282	266	247	1.2	Maintain/Reduce	0.8	-	-
First time entrants - Youth Justice system	28	33	23 ⁵	Not avail	-	Maintain	-	-	-
Average IOM Cohort offenders	39	42	-	44	-	Maintain/Increase	-	-	-
Public Protection reported scams	104	123	83	60	0.3	-	-	-	-
Victims of doorstep crime (reported)	94	55	28	35	0.2	-	-	-	-

¹ Rates provided by Cheshire Constabulary.

² Rates from ONS (excludes fraud) police force data tables. Where there is no ONS Cheshire rate is from Cheshire Constabulary.

³ Rates from ONS (excludes fraud) police force data tables

⁴ Knife crime - Home Office definition of a Knife Crime. (Use of knives and other sharp instruments) this includes Violent and Sexual Offences only.

⁵ FTEs – 2018 figures represent Oct 2017 - Nov 2018 and 2019 figures represent Oct 2018 - Nov 2019

“The city is much better placed to tackle crime and disorder if everyone – local residents and businesses, community and voluntary groups, and city services – work together in a coordinated way... There is a need for good information exchange between those concerned, including with residents, so that agencies can listen and respond to the needs of local people.”

What are their priorities	How are priorities agreed?	How do they track impact?
<p>1. Violence, exploitation and abuse</p> <ul style="list-style-type: none"> ● Serious violence and exploitation ● Domestic violence & abuse ● Sexual violence and other forms of violence against women & girls) <p>2. Anti-social behaviour</p> <p>3. Community cohesion and resilience</p> <ul style="list-style-type: none"> ● Hate incidents/crimes ● Challenging extremism ● Prevent 	<ul style="list-style-type: none"> ● Informed initially by the Brighton & Hove Strategic Assessment of Crime and Community Safety 2019 ● Progress on key measures and actions over the last year was reviewed. This led to conclusions around how the strategy should be updated in its third year ● The work for the 2021 Strategic Assessment was carried out jointly by officers with lead responsibility for each priority area and analysts in the council’s Public Health Intelligence Team 	<ul style="list-style-type: none"> ● Action plans are drawn up for each priority area, laying out timescales and assigning responsibility for taking the work forward ● Progress is monitored through thematic steering groups or forums, and the Community Safety Partnership Board also keeps progress under review at a more strategic level ● To get a fuller picture, groups of performance indicators for each priority area are monitored

Violence, exploitation and abuse	Anti-social behaviour	Community cohesion and resilience
<p>Serious violence causes less harm to individuals and communities</p>	<p>Anti-social behaviour causes less harm to individuals and communities</p>	<p>An increase in trust and confidence in statutory services, fewer hate incidents and crimes, and a reduction in harm to individuals and communities</p>
<ul style="list-style-type: none"> ● Fewer people harmed by serious violence ● Less crime involving weapons ● All parts of the community to be free of the fear of violence and confident to report ● A thriving night-time economy free from alcohol-related violence. ● A stronger preventative approach to serious violence through the better use of all available data 	<ul style="list-style-type: none"> ● Anti-social behaviour (ASB) is addressed appropriately and consistently, making best use of available tools and powers ● Successes are communicated to key partners and communities ● Harm caused by ASB to our most vulnerable residents is reduced ● ASB committed by priority and repeat perpetrators is reduced ● ASB, risk and harm associated with the street community and unauthorised encampments is reduced ● Youth ASB is reduced 	<ul style="list-style-type: none"> ● Trust and confidence in local services is increased so that individuals and communities feel confident to engage with those services ● Hate incidents and crimes and the harm they cause is reduced ● Hate incidents are addressed appropriately and consistently, making best use of available tools and powers ● Hate incidents committed by repeat perpetrators are reduced ● Successes are communicated to key partners and communities